United Nations A/71/836/Add.11

General Assembly

Distr.: General
28 April 2017

Original: English

**Seventy-first session**
Agenda item 154
**Financing of the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo**

# Budget performance for the period from 1 July 2015 to 30 June 2016 and proposed budget for the period from 1 July 2017 to 30 June 2018 of the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo

## Report of the Advisory Committee on Administrative and Budgetary Questions

| | |
|---|---|
| Appropriation for 2015/16 | $1,330,739,300 |
| Expenditure for 2015/16 | $1,309,487,600 |
| Underexpenditure for 2015/16 | $21,251,700 |
| Appropriation for 2016/17 | $1,235,723,100 |
| Projected expenditure for 2016/17[a] | $1,235,683,300 |
| Projected underexpenditure for 2016/17 | $39,800 |
| Proposal submitted by the Secretary-General for 2017/18 | $1,234,603,200 |
| Recommendation of the Advisory Committee for 2017/18 | $1,198,692,100 |

[a] Estimates as at 28 February 2017.

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# I. Introduction

1. **The recommendations of the Advisory Committee on Administrative and Budgetary Questions contained in paragraphs 19, 39, 41, 45, 50, 55 and 58 below would entail a reduction of $35,911,100 to the proposed budget of the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) for the period from 1 July 2017 to 30 June 2018 (A/71/832).**

2. During its consideration of the financing of MONUSCO, the Advisory Committee met with representatives of the Secretary-General, who provided additional information and clarification, concluding with written responses received on 21April 2017. The documents reviewed and those used for background by the Committee are listed at the end of the present report. The Committee's detailed comments and recommendations on the findings of the Board of Auditors on the United Nations peacekeeping operations for the period from 1 July 2015 to 30 June 2016, and on cross-cutting issues related to peacekeeping operations, can be found in its related reports (A/71/845 and A/71/836). The Board's observations and recommendations pertaining specifically to MONUSCO are discussed in paragraph 7 below.

# II. Budget performance report for the period from 1 July 2015 to 30 June 2016

3. By its resolution 69/297, the General Assembly appropriated an amount of $1,330,739,300 gross ($1,301,397,200 net) for the maintenance of the Mission for the period from 1 July 2015 to 30 June 2016. Expenditures for the period totalled $1,309,487,600 gross ($1,278,860,200 net), reflecting a budget implementation rate of 98.4 per cent. The resulting unencumbered balance of $21,251,700, in gross terms, represents 1.6 per cent of the appropriation.

4. A detailed analysis of variances is provided in section IV of the report of the Secretary-General on the budget performance of MONUSCO for the period from 1 July 2015 to 30 June 2016 (A/71/674). Lower-than-budgeted expenditures were incurred under:

(a) Military and police personnel ($17,628,500, or 2.9 per cent), owing mainly to: (i) a higher actual average vacancy rate for military observers of 38.4 per cent compared with the approved rate of 36 per cent; (ii) a higher actual average vacancy rate for formed police personnel of 15.6 per cent compared with the approved rate of 1.0 per cent; and (iii) higher actual deductions for non-deployment, delayed deployment or deployment of non-functional contingent-owned major equipment, in accordance with General Assembly resolution 67/261;

(b) International staff ($14,946,900, or 8.3 per cent), attributable primarily to: (i) a higher actual average vacancy rate for Professional staff of 21.1 per cent compared with the approved rate of 14 per cent; (ii) the discontinuation of the entitlement to danger pay for staff stationed in Goma and Bukavu, effective 1 January 2016; and (iii) a lower actual ratio of common staff costs to salary of 80.8 per cent compared with the ratio of 89.0 per cent budgeted for the period;

(c) Air transportation ($19,151,600, or 10.2 per cent), attributable to: (i) a lower actual average fuel price of $0.75 per litre compared with the budgeted amount of $1.07, combined with lower actual consumption of 22.47 million litres compared with a budgeted consumption of 23.67 million; and (ii) lower

requirements for the unmanned aerial system, which was not operating at full capacity following the crash of two aerial vehicles;

(d) Other supplies, services and equipment ($12,912,200, or 24.6 per cent), attributable to: (i) expenditures under other services related to the disarmament, demobilization, repatriation, reintegration and resettlement programme being charged to other budgets lines; (ii) expenditures under other freight and related costs being charged to the same budget lines as the equipment itself, rather than under freight; and (iii) lower requirements for rations, owing to the new contract for rations, under which transportation was no longer provided by the contractor but by MONUSCO using existing resources.

5. The lower requirements were partly offset by higher requirements under:

(a) National staff ($10,010,300, or 10.1 per cent), attributable primarily to: (i) a lower actual average vacancy rate of 9.1 per cent compared with an approved rate of 11.5 per cent; (ii) an increase in the local salary scale in Uganda of 7.7 per cent and 8.8 per cent respectively for national General Service staff and National Professional Officers (see para. 32 below); and (iii) a higher actual average ratio of common staff costs to net salary of 39.8 per cent compared with 35 per cent budgeted for the period;

(b) Facilities and infrastructure ($16,226,900, or 19.5 per cent), attributable primarily to additional requirements for: (i) prefabricated facilities to provide hard-wall accommodation for military contingents; and (ii) maintenance services, owing to the outsourcing of the management of individual contractors to the United Nations Office for Project Services (UNOPS);

(c) Information technology ($9,770,200, or 53.6 per cent), attributable primarily to additional requirements for the unplanned acquisition of equipment and related maintenance costs, spare parts and software packages.

6. The comments of the Advisory Committee on the information presented in the performance report on individual objects of expenditure can be found, where relevant, in the discussion of the proposed budget for the period from 1 July 2017 to 30 June 2018 (A/71/674) in the paragraphs below.

**Observations and recommendations of the Board of Auditors regarding the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo**

7. In considering the reports of the Secretary-General on the financing of MONUSCO, the Advisory Committee also had before it the report of the Board of Auditors on the accounts of the United Nations peacekeeping operations for the financial period ended 30 June 2016 (A/71/5 (Vol. II), chap. II). In its report, the Board made observations and recommendations pertaining to MONUSCO on the following matters:

(a) *Redeployment of resources*. The Board noted that MONUSCO was one of the four large-scale missions with the least differences between budget and expenditure, but which also made the most use of redeployment (ibid., para. 70; see also para. 65 below);

(b) *Supply chain management vision, strategy and implementation road map*. The Board: (i) noted the lack of an implementation plan that could establish a time frame for smooth implementation of the supply chain management concept, as well as a lack of clear guidance from the Department of Field Support on the implementation time frame of the supply chain management concept; (ii) recommended that MONUSCO perform a detailed analysis of its functions and document the

inefficiencies and ineffectiveness existing prior to implementation of the supply chain management concept, as well as gains in efficiency and effectiveness upon full implementation of the supply chain framework; and (iii) recommended that MONUSCO update its implementation road map to be in line with Department of Field Support directives and translate the road map into detailed milestones with relevant key indicators to measure performance (ibid., paras. 130-139);

(c) *Operational capability of unmanned aerial vehicles*. The Board noted that, of the five contracted unmanned aerial vehicles, only two had remained operational from 4 February to 30 June 2016, but that the Mission had failed to deduct 0.08 per cent of the cumulative sum up to the maximum amount for each day on which all unmanned aerial vehicles were not fully operational, as provided for in the contract, and recommended that the Department of Field Support, together with the Mission, ensure the recovery of liquidated damages for non-provision of unmanned aerial system services in accordance with the contracts (ibid., paras. 159-168; see also para. 58 below);

(d) *Acquisition process*. The Board noted that the required delivery period and the estimated quantities had not been indicated in the acquisition plan of MONUSCO for 2015/16 (ibid., paras. 192-209);

(e) *Utilization of system contracts*. The Board noted that MONUSCO had entered into137 (55.24 per cent) out of a total of 248 procurement contracts without having considered system contracts, for logistics, transport, engineering support and corporate procurement items, and recommended that missions be encouraged to use system contracts whenever reasonable (ibid., paras. 219-231);

(f) *Staff performance evaluation and salary increments*. The Board noted that performance appraisals for 331 of 3,487 staff members (9.5 per cent) had not been completed for 2015/16, and that salary increments for international staff were being effected in Umoja without considering staff appraisals (ibid., paras. 281-289);

(g) *Information and communications technology business continuity plans and disaster recovery plans*. The Board noted that a disaster recovery plan drafted by MONUSCO in 2016 had not been approved or distributed to the staff to enhance awareness, or tested as required by the strategic guidance for the field on information and communications technology (ICT) for 2015/16 (ibid., paras. 296-299);

(h) *Data centres*. The Board noted weaknesses in the housing of critical ICT resources, including data centres, server rooms, offsite backup locations and other facilities, and recommended that missions be reminded about the appropriate storage of ICT equipment (ibid., paras. 306 and 309);

(i) *Medical services*. The Board noted and identified areas for improvement (ibid., para. 311);

(j) *Inadequate waste management*. The Board noted that infrastructures were lacking in the areas of oil storage, electricity generation and waste oil collection and handling (ibid., paras. 376-379).

8. **The Advisory Committee trusts that the recommendations of the Board of Auditors will be implemented expeditiously.**

## III. Information on performance for the current period

9. The Advisory Committee was informed that, as at 13 March 2017, a total of $17,774,659,400 had been assessed on Member States in respect of MONUSCO

since its inception. Payments received as at the same date amounted to $17,683,126,700, leaving an outstanding balance of $91,532,700. As at 13 March 2017, taking into account a three-month operating reserve of $219,690,100 (excluding reimbursements to troop- and police-contributing countries), the cash available to the Mission amounted to $151,453,700. In this regard, the Committee recalls that the General Assembly has repeatedly urged all Member States to pay their assessed contributions on time, in full and without conditions (see General Assembly resolution 70/247).

10. The Advisory Committee was also informed that all claims for the reimbursement of troop costs up to 31 October 2016 had been settled. As at 31 December 2016, contingent-owned equipment had been certified and paid up to 30 September 2016, leaving a balance of $73,414,000. With regard to death and disability compensation, the Committee was informed that, as at 13 March 2017, a total amount of $8,640,000 had been paid to settle 290 claims since the inception of the Mission, and that 2 claims were pending. **The Advisory Committee trusts that the remaining claims will be settled expeditiously.**

11. The Advisory Committee was provided with information on the incumbency of MONUSCO military and civilian personnel as at 28 February 2017 as follows:

| *Category of personnel* | *Posts authorized approved 2016/17*[a] | *Posts encumbered* | *Vacancy rate (percentage)* |
|---|---|---|---|
| **Military and police personnel** | | | |
| Military observers | 760 | 473 | 37.8 |
| Military contingent personnel | 19 815 | 16 886 | 14.8 |
| United Nations police | 391 | 309 | 21.0 |
| Formed police unit personnel | 1 050 | 1 050 | – |
| **Civilian personnel** | | | |
| Posts | | | |
| International staff | 885 | 807 | 8.8 |
| National Professional Officers | 229 | 192 | 16.2 |
| National General Service staff | 2 522 | 2 350 | 6.8 |
| General temporary assistance | | | |
| International staff | – | – | – |
| National Professional Officers | – | – | – |
| National General Service staff | – | – | – |
| United Nations Volunteers | 419 | 321 | 23.4 |
| Government-provided personnel | 90 | 55 | 39.9 |

[a] Represents the highest authorized strength for military and police personnel and the number of approved posts for civilian personnel.

12. The Advisory Committee was also provided with information showing current and projected expenditures for the period from 1 July 2016 to 30 June 2017, with the reasons for variances. Expenditures for the period as at 1 March 2017 amounted to $889,033,000 (gross) against an appropriation of $1,235,723,100. At the end of the current financial period, the Mission projects a total expenditure of $1,235,683.3 (gross), leaving an anticipated unencumbered balance of $39,800, or zero per cent of the approved appropriation for 2016/17.

13. In a letter dated 22 March 2017 addressed to the Chairman of the Advisory Committee, the Controller noted that MONUSCO was tasked by the Security

Council, in its resolution 2277 (2016), with providing technical assistance and logistical support for the revision of the electoral register. She indicated that a detailed review was being undertaken by the Secretariat to determine the actual resources required for MONUSCO to provide this technical assistance and logistical support. Pending completion of the assessment, and taking into account the urgency of deploying staff on the ground to support the voter registration process, the Controller indicated that, on an exceptional basis, she had authorized the establishment of 150 general temporary assistance positions, comprising 1 D-1, 4 P-4, 14 P-3, 6 Field Service, 39 national General Service and 86 United Nations Volunteer positions for a period of four and a half months until 30 June 2017. In her letter, the Controller further indicated that the establishment of the above-mentioned temporary positions would result in additional requirements for 2016/17 in the amount of $2,806,400. MONUSCO had been requested to accommodate the additional cost from within its approved 2016/17 budget through the reprioritization of its programmed expenditures and to report on actual expenditures related to those positions in the context of the financial performance report for MONUSCO for the 2016/17 period.

14. **The Advisory Committee requests that the most up-to-date information on the current and projected expenditures for the Mission be provided to the General Assembly at the time of its consideration of the budget proposal for 2017/18. The Committee trusts that the financial performance report for MONUSCO for the 2016/17 period will include full details on the actual expenditures incurred during the 2016/17 period in relation to the 150 general temporary assistance positions established to provide technical assistance and logistical support in support of the voter registration process.**

# IV. Proposed budget for the period from 1 July 2017 to 30 June 2018

## A. Mandate and planning assumptions

### Security Council resolution 2348 (2017)

15. The mandate of MONUSCO was established by the Security Council in its resolution 1925 (2010). In its resolution 2348 (2017) dated 31 March 2017, the Council decided to extend the mandate of MONUSCO until 31 March 2018, and also decided that the authorized troop ceiling for MONUSCO would be 16,215 military personnel, 660 military observers and staff officers, 391 police personnel and 1,050 formed police personnel. The Advisory Committee notes that the 2017/18 budget proposal for MONUSCO contained in document A/71/832 was prepared prior to the adoption of the resolution and is based on the previous authorized ceilings of 760 military observers and 19,815 military contingent personnel. The Committee also notes that the incumbency level for military contingent personnel, which stood at 16,886 as at 28 February 2017, exceeds the newly authorized ceiling of 16,215 by 671 personnel. Furthermore, the proposed average incumbency level for 2017/18 would be 17,041 military contingent personnel, based on the application of the proposed vacancy factor of 14 per cent against the previous ceiling of 19,815, exceeding the authorized ceiling by 826 personnel.

16. In a letter dated 21 April 2017, the Controller advised the Chairman of the Advisory Committee that, pursuant to the provisions of resolution 2348 (2017), a detailed needs assessment was being undertaken by the Secretariat to determine the operational requirements of the Mission, and that when the full extent of those

requirements became available, further action would be considered following the established procedure.

17. With regard to the 2016/17 period, the Controller indicated that it was the intention of the Secretariat to absorb the associated costs arising from the Security Council decision within the approved budget for MONUSCO for the 2016/17 period and to report thereon in the context of the budget performance report for the Mission for the 2016/17 period.

18. With regard to 2017/18, the Controller indicated that it was currently estimated that the reduction of 3,700 military personnel in the authorized troop ceiling pursuant to paragraph 27 of Security Council resolution 2348 (2017) would result in reduced requirements of approximately $26.7 million during the 2017/18 period. **The Advisory Committee considers that, in addition to requirements under military personnel, the reduction in the number of military contingent personnel deployed may have an impact on other related requirements. It trusts that the Secretary-General will provide the General Assembly, at the time of its consideration of the present report, with a detailed update on the adjustments to be made pursuant to Security Council resolution 2348 (2017) to the estimated requirements of MONUSCO for 2017/18 for military contingents, as well as to related support structures, including civilian personnel and operational costs, and any other related requirements.**

19. **Taking into account the information provided in the Controller's letter dated 21 April 2017 regarding the impact of Security Council resolution 2348 (2017) on the proposed requirements for 2017/18, the Advisory Committee recommends that the resource requirements for military contingents be reduced by an overall amount of $26.7 million. The Committee also recommends that any other related requirements be adjusted accordingly.**

20. With regard to any requirements that may arise in 2017/18 in relation to the technical assistance and logistical support for the electoral process pursuant to paragraph 34 of the same resolution, the Controller stated, in her letter, that it was not possible to ascertain such requirements at this stage, as the modalities and timing of the electoral process were not known. The Controller further stated that efforts would be made to accommodate the costs associated with the electoral process within the resources to be approved by the General Assembly for the Mission for the 2017/18 period. However, should the needs assessment conclude that additional resources would be required for the 2017/18 period, the Secretariat would submit a proposal for the required resources.

21. In its resolution 2348 (2017), the Security Council also, inter alia:

(a) Stressed that the Mission's exit should be phased and progressive, tied to specific targets developed through dialogue with the Government of the Democratic Republic of the Congo, as well as through consultations with other stakeholders, with the Secretary-General to report to the Council at the end of each phase, and at regular intervals, on the progress made, and to make any necessary recommendations on the planning of subsequent phases of the withdrawal (para. 50);

(b) Requested the Secretary-General to conduct a strategic review of MONUSCO, examining the continued relevance of all mandated tasks, priorities and related resources, as well as the necessity to adapt the Mission's mandate to the specific needs of the post-elections phase, with a view to providing the Security Council with options, no later than 30 September 2017, for a reduction of the Mission's force and civilian components in order to maximize the efficient use of the Mission's resources, to be delivered after the successful implementation of the

31 December 2016 agreement, and sustainable progress in reducing the threat of armed groups, taking into account the Mission's and the United Nation country team's comparative advantages, capacities and other relevant factors, with a view to transferring relevant activities to the country team and other relevant partners, as appropriate (para. 51).

22. **The Advisory Committee trusts that, following the consideration by the Security Council of the above-mentioned report to be submitted in September 2017, the Secretary-General will review the requirements of MONUSCO, taking into account any decisions that may be taken by the Council, and present a revised budget for the requirements of the Mission, as appropriate.**

**Planning assumptions and mission support initiatives**

23. The main priorities of MONUSCO for the 2017/18 period are summarized in paragraphs 6 to 14 of the report of the Secretary-General on the proposed budget for MONUSCO for 2017/18 (see A/71/832; see also paras. 15-21 above). These include: (a) support to the creation of an environment conducive to the holding of peaceful, inclusive, credible and timely elections and to institutional reform; (b) security and protection of civilians through a comprehensive approach that involves all parts of the Mission; and (c) stabilization of conflict-affected areas. In addition, the Mission will continue to engage with the Government in a strategic dialogue leading to the joint development of an exit strategy for MONUSCO, which will be based on mutually agreed conditions-based targets that would trigger the gradual and progressive drawdown of the Mission.

24. With regard to the support component, the Secretary-General indicates that the key initiatives and activities planned for 2017/18 include: (a) transition of the supply chain management pillar and further implementation of the East Africa corridor pilot project; (b) support for a fleet of 48 aircraft, comprising 14 fixed-wing aircraft and 34 helicopters; (c) support for the transformation of the force, including deployment to the evolving disposition of armed groups, with the opening of six infantry battalion company operating bases and two temporary company operating bases to support air operations; (d) continued support to the Armed Forces of the Democratic Rebublic of the Congo (FARDC) and the disarmament, demobilization and reintegration programme; (e) support for, upgrading of and investment in environmental support systems for waste management and disposal, hygiene and water sanitation and non-hazardous waste disposal sites and construction of new landfills across the Mission's operating area; (f) continued provision of ICT support to the Mission, with enhanced services, including end-user mobile devices using the Global Positioning System for the force; and (g) continued use of the Regional Procurement Office in Entebbe, Uganda, under the management of the Procurement Division of the Secretariat, in accordance with General Assembly resolution 69/273.

## C. Resource requirements

25. The proposed budget for MONUSCO for the period from 1 July 2017 to 30 June 2018 amounts to $1,234,603,206, representing a decrease of $1,119,900, or 0.1 per cent, compared with the apportionn.ent for 2016/17. The decreased requirements are mostly related to reductions under: (a) civilian personnel, owing to the application of a higher vacancy factor for international staff (15 compared with 14 per cent in 2016/17) and the proposed abolishment of 187 posts of Language Assistant (national General Service) in field offices, offset in part by the proposed establishment of 8 positions funded under general temporary assistance (1 D-1, 2 P-4 and 5 P-3) in the Electoral Support Unit; (b) official travel, owing to reduced travel for training purposes, in particular Umoja external training; and (c) naval

transportation, because of the non-deployment of the mothership to support the force, owing to unsuccessful solicitation for its rental in previous periods.

26. The reductions are offset in part by increases under: (a) military and police personnel, owing to an increase in the rates of reimbursement; (b) facilities and infrastructure, for construction projects aimed at reducing the environmental footprint of the Mission, including landfill, waste management and water treatment projects; and (c) additional supplies, services and equipment for individual contractors who will replace the 187 Language Assistants whose posts are proposed to be abolished and replaced by UNOPS contractors (see para. 37 below).

27. Information on the financial resources proposed and an analysis of variances is provided in sections II and III of the proposed budget (A/71/832).

## 1. Military and police personnel

| *Category* | *Authorized 2016/17*[a] | *Proposed 2017/18* | *Variance* |
|---|---|---|---|
| Military observers | 760 | 760[b] | – |
| Military contingent personnel | 19 815 | 19 815[b] | – |
| United Nations police | 391 | 391 | – |
| Formed police unit personnel | 1 050 | 1 050 | – |

[a] Represents the highest level of authorized strength.

[b] Pursuant to Security Council resolution 2348 (2017), the Mission's authorized troop ceiling was 16,215 military personnel, 660 military observers and staff officers, 391 police personnel and 1,050 formed police.

28. The requested resources for military and police personnel for 2017/18 amount to $602,157,400, reflecting an increase of $8,658,100, or 1.5 per cent, compared with the appropriation for 2016/17. The proposal reflects increased requirements under:

(a) Military contingents (7,280,900, or 1.4 per cent), primarily attributable to: (i) the increase in the rate of reimbursement to troop-contributing countries to $1,410 per person per month effective 1 July 2017, as approved by the General Assembly in its resolution 68/281, compared with the budgeted rate of $1,365 for the 2016/17 period; (ii) improved serviceability and higher monthly cost of contingent-owned major equipment; and (iii) a higher average price of $1,475 for a round trip ticket compared with the average budgeted price of $1,390 budgeted for the 2016/17 period. The increase under military contingents would be offset in part by reduced requirements for rations, owing to a lower average daily cost of $5.84 compared with $6.89 budgeted for the 2016/17 period and the absence of requirements for freight, as no movement of contingent-owned equipment is planned for the budget period;

(b) United Nations police ($737,500, or 3.5 per cent), attributable to the application of a lower vacancy rate of 10 per cent for police personnel compared with 14 per cent approved for 2016/17;

(c) Formed police units ($732,200, or 2.4 per cent), primarily attributable to: (i) the increase in the rate of reimbursement to police-contributing countries to $1,410 per person per month effective 1 July 2017, as approved by the General Assembly in its resolution 68/281, compared with the budgeted rate of $1,365 for the 2016/17 period; and (ii) the improved serviceability and higher monthly cost of contingent-owned major equipment. The increase would be offset in part by reduced requirements for rations owing to a lower average daily cost of $6.78 compared to

$7.33 budgeted for the 2016/17 period and the higher anticipated average rate of unserviceability of contingent-owned self-sustainment equipment.

29. The overall increase under military and police personnel would be offset in part by lower requirements for military observers ($92,500, or 0.3 per cent), owing to a reduction in the mission subsistence allowance rate, as well a higher actual average vacancy rate of 38.0 per cent, compared to the approved vacancy factor of 36 per cent for the 2016/17 period.

30. Subject to its observations and recommendations in paragraph 19 above, the Advisory Committee recommends approval of the Secretary-General's proposals for military and police personnel.

## 2. Civilian personnel

| *Category* | *Approved 2016/17* | *Proposed 2017/18* | *Variance* |
|---|---|---|---|
| Posts | | | |
| International staff | 885 | 885 | – |
| National Professional Officers | 229 | 234 | 5 |
| National General Service | 2 522 | 2 330 | (192) |
| Temporary positions[a] | | | |
| International staff | – | 8 | 8 |
| United Nations Volunteers | 419 | 419 | – |
| Government-provided personnel | 90 | 90 | – |
| **Total** | **4 146** | **3 966** | **(179)** |

[a] Funded under general temporary assistance.

31. The estimated requirements for civilian personnel for 2017/18 amount to $279,440,000, reflecting a decrease of $6,456,100, or 2.3 per cent, compared with the appropriation for 2016/17. The Secretary-General indicates that the decrease is mainly attributable to reduced requirements under: (a) international staff ($7,509,600, or 4.7 per cent), owing to the discontinuation of the danger pay entitlement as from 1 January 2016 in Goma and Bukavu and the application of the higher vacancy factor of 15 per cent for the 2017/18 period compared with 14 per cent in 2016/17; and (b) national staff ($1,733,800, or 1.7 per cent per cent), owing to the discontinuation of the danger pay entitlement as from 1 January 2016 in Goma and Bukavu and the proposed abolishment of 187 posts of Language Assistant (national General Service). The reduced requirements would be offset in part by higher requirements for United Nations Volunteers ($1,964,600, or 10.7 per cent), attributable to the application of the lower vacancy factor of 11 per cent compared with 15 per cent in the 2016/17 period.

*National staff salaries*

32. Upon enquiry, the Advisory Committee was informed that the differences in the increase in the salaries of national staff in Uganda, as reported in the respective performance reports of MONUSCO (7.7 per cent for national General Service and 8.8 per cent for National Professional Officers) and the Regional Service Center in Entebbe (31.4 per cent for national General Service and 19.2 per cent for National Professional Officers) (see A/71/674, para. 74, and A/71/809, annex XIV, para. 24) was due to the fact that the rates reported reflected not only the increments in the salary scales but also the salary increases related to changes in actual grades and step levels compared with the budgeted grades and step levels. For instance, at the

Regional Service Center in Entebbe, the salary costs for national General Service for the 2015/16 period were budgeted at the G-4, step 6, level while the actual average salary was at the G-5, step 6, level. Similarly, the salary costs for National Professional Officers for the Regional Service Centre for the 2015/16 period were budgeted at the National Professional Officer-B, step 4, level while the actual average salary was at the National Professional Officer-B, step 6, level. The Committee discusses this issue further in its report on the financing of the Regional Service Centre (A/71/836/Add.9).

*Recommendations on posts and positions*

33. A total of 3,966 civilian posts and positions are proposed for 2017/18, comprising 885 international posts, 2,564 national staff posts, 419 United Nations Volunteers, 90 government-provided personnel and 8 international positions funded under general temporary assistance. The 2017/18 staffing proposals reflect a net reduction of 179 posts and positions compared with the approved posts and positions for 2016/17, comprising an increase of 5 National Professional Officer posts and 8 temporary international positions funded under general temporary assistance, and a decrease of 192 national General Service posts. A full list of the proposed staffing changes for 2017/18 is presented in annex I to the present report.

*Component 1: Support to the creation of an environment conducive to the holding of peaceful and credible elections*

34. In the Political Affairs Division, it is proposed to re-establish a separate Electoral Support Unit, which was previously incorporated in the Division, with a total of 17 posts and positions (1 D1, 1 P-5, 5 P-4 and 10 P-3). The staffing of the Unit would comprise: (a) nine posts (1 P-5, 3 P-4 and 5 P-3) proposed for redeployment from within the Political Affairs Division; and (b) eight temporary positions (1 D-1, 2 P-4 and 5 P-3) proposed for establishment, including one Chief Electoral Officer (D-1), one Field Coordinator (P-4), one Legal Officer (P-4), one Area Manager (P-3), one Reporting Officer (P-3), one External Relations Manager (P-3), one Gender Advisor (P-3) and one Training and Capacity-Building Officer (P-3) (see A/71/832 paras. 52-56; see also para. 39 below).

35. With regard to the above-mentioned nine posts proposed for redeployment, the Advisory Committee recalls that, in its resolution 70/286, the General Assembly approved the conversion of nine temporary positions (1 P-5, 3 P-4 and 5 P-3) to posts and their reassignment from the Electoral Support Unit to the Political Affairs Division (see A/70/742/Add.5, paras. 39-42). Upon request for clarification on the requirement and the need for repeated redeployment of those nine posts, the Committee was informed that, during the 2016/17 period, the nine posts in question constituted a stand-alone Electoral Support Unit, working closely with the Political Affairs Division in providing good offices support and advice to the Special Representative of the Secretary-General and the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator) in overseeing the Mission's efforts in support of the voter registry update mandated in Security Council resolution 2277 (2016). Furthermore, the nine posts were required for the day-to-day requirements of the Mission's good offices, analysis and political engagement on electoral issues, including legal and constitutional issues related to electoral laws and codes, as well as communications with the Government and the Independent National Electoral Commission.

*Component 2: Security and the protection of civilians*

36. In the Civil Affairs Section, it is proposed to: (a) abolish four posts of Liaison Assistant (national General Service) and one post of Programme Management

Assistant (national General Service), which are no longer needed owing to a reduction in the number of military bases of the Mission, and (b) establish five posts of Civil Affairs Officer (National Professional Officer) to assist the Mission with the implementation of its civil society engagement strategy, including exchanges at the provincial and local levels, to further opportunities to advance inclusive democratic governance (see A/71/832, paras. 65 and 66).

*Component 4: Support*

37. Under the support component, it is proposed to abolish 187 posts of Language Assistant (national General Service) in the Office of the Director of the Mission Support Division with a view to outsourcing all language services to UNOPS, which already provides such services to the Mission. Upon enquiry, the Advisory Committee was informed that, of the 187 national posts proposed to be abolished, 179 were currently encumbered, and that the Mission would not incur any additional costs related to termination indemnities, as the contracts of all affected staff would expire on 30 June 2017.

38. The Advisory Committee was further informed, upon enquiry, that the requirements for maintaining 187 posts of Language Assistant (national General Service) in MONUSCO would amount to $5,926,900, comprising $4,218,700 for salaries, $1,478,800 for common staff costs and $229,400 for danger pay. This amount did not include staff assessment requirements in the amount of $1,068,100. The Committee was also informed that the costs of outsourcing the same number of posts to UNOPS would amount to $4,470,100, inclusive of $3,814,800 for salaries, $184,000 for insurance packages and $471,300 for management fees. The Committee notes that the management fees charged by UNOPS represent 10.1 per cent of the overall costs of the outsourcing contract (see paras. 66-68 below).

*Vacancy rates*

39. In section II.D of the budget document (A/71/832), it is indicated that a vacancy factor of 25 per cent was applied in estimating the requirements of the above-mentioned temporary international staff positions proposed to be established for the Electoral Support Unit (see paras. 34 and 35 above). The Advisory Committee enquired about the reasons why a vacancy rate of 50 per cent was not being applied in the first year after the establishment of the above positions. It was informed that the average recruitment time was expected to be shorter, given that the Mission envisaged use of the roster of suitable candidates established for the recruitment of staff against the 150 temporary positions approved by the Controller until 30 June 2017, pursuant to Security Council resolution 2277 (2016) in which the Council mandated MONUSCO to provide technical assistance and logistical support for the revision of the electoral register. A delayed recruitment of 3 months had therefore been applied in estimating the requirements of the 8 general temporary assistance positions proposed for the Electoral Support Unit. **The Advisory Committee is of the view that an exception to established practice is not warranted in this case and recommends the application of a vacancy rate of 50 per cent in estimating the requirements of the 8 temporary positions proposed to be established in the Electoral Support Unit. Any related operational costs should be adjusted as appropriate.**

40. Information on vacancy rates for United Nations Volunteers included in the table under paragraph 80 of the budget document (A/71/832) indicates that an actual vacancy rate of 11.4 per cent was recorded for 2015/16, a budgeted rate of 15.0 per cent was applied for 2016/17 and a rate of 11.0 per cent is proposed for 2017/18. As indicated in the table under paragraph 11 above, the actual vacancy rate for United Nations Volunteers as at 28 February 2017 was 23.4 per cent. The Advisory

Committee was also informed that the actual average rate for United Nations Volunteers staff for the 8 month period from 1 July 2016 to 28 February 2017 was 12.9 per cent and that a rate of 9.0 per cent was projected under this category of personnel for the 2016/17 period. The table below provides a summary of the approved, actual, actual average and proposed vacancy rates for United Nations Volunteers for the periods 2015/16, 2016/17 and 2017/18.

| | *2015/16* | | *2016/17* | | | | *2017/18* | |
|---|---|---|---|---|---|---|---|---|
| *Staff category* | *Approved* | *Actual* | *Approved* | *Actual average 1 July 2016–28 February 2017* | *Actual as at 28 February 2017* | *Projected for 2016/17* | *Budgeted* | *Proposed number of personnel* |
| United Nations Volunteers | 13.0[a] | 11.4 | 15.0 | 12.9 | 23.4 | 9.0 | 11.0 | 419 |

[a] See A/71/674, para. 75.

41. **In view of the actual vacancy rate as of 28 February and the actual average rate for the period from 1 July 2016 to 28 February 2017 (see table above), the Advisory Committee is not convinced that the Mission will be able to achieve a reduction in the vacancy rate for United Nations Volunteers from 23.4 per cent in February 2017 to 1.7 per cent in the last four months of the 2016/17 period. In view of the foregoing, the Committee recommends the application of a vacancy rate of 12.9 per cent to estimate the requirements United Nations Volunteers in the 2017/18 period. Any related operational costs should be adjusted as appropriate.**

42. **Subject to its observations and recommendations in paragraphs 39 and 40 above, the Advisory Committee recommends the approval of the Secretary-General's proposals for civilian staff.**

## 3. Operational costs

(United States dollars)

| | *Apportioned 2016/17* | *Proposed 2017/18* | *Variance* |
|---|---|---|---|
| Operational costs | 356 327 700 | 353 005 800 | (3 321 900) |

43. The estimated requirements for operational costs for 2017/18 amount to $353,005,800, reflecting a decrease of $3,321,900 or 0.9 per cent compared with the appropriation for 2016/17. The Secretary-General proposes decreases under most classes of expenditure, including air operations ($2,414,100, or 1.4 per cent), naval transportation ($1,010,300, or 97.2 per cent), ground transportation ($921,700, or 4.8 per cent), official travel ($389,900, or 6.2 per cent), other supplies, services and equipment ($364,000, or 0.6 per cent), consultants ($214,100, or 19.3 per cent) and information technology ($138,800, or 0.9 per cent). The decreased requirements would be offset in part by higher requirements under facilities and infrastructure ($1,993,400, or 3.7 per cent).

*Consultants*

44. The estimated requirements for consultants for 2017/18 amount to $895,000, reflecting a decrease of $214,100 (19.3 per cent) compared with the apportionment of $1,109,100 for 2016/17. The proposed budget indicates that the decrease is mainly due to a reduction in the number of consultants needed for training purposes owing to the Mission's increasing reliance on in-house experts. Upon request for further information on in-house expertise and on the consultancies proposed to be discontinued, the Advisory Committee was informed that MONUSCO was

addressing all phases of the training cycle, from the identification and the prioritization of its training needs to setting standards, the efficient delivery of training and monitoring and evaluation. The Mission had increased its reliance on in-house capacities through a train-the-trainer approach while limiting consultancies to specialist training not available within the Mission. In addition, the Mission continued to explore methods for reducing the costs of training delivery and training-related travel through the use of web-based conferencing and digital distribution, as well as by organizing training on a regional or joint basis at the training centre in Entebbe. **The Advisory Committee welcomes the approach taken and encourages the Mission to continue to pursue its efforts to strengthen its own capacity to address its training needs and to use its training resources in the most efficient and effective manner possible.**

45. The Advisory Committee was informed that a total amount of $860,033 was proposed for non-training consultancies, comprising $631,485 for consultancy fees, $28,000 for travel costs and $199,748 for daily subsistence allowance costs. Upon request, the Committee was provided with a list of non-training consultancies proposed for 2017/18. The list indicates that the consultancies often span extensive periods, from 4 to 8 months, with the cost of individual consultancies varying from approximately $7,000 to $180,000, and that they relate to topics such as criminal networks, armed groups, human rights institution-building, telecommunications, stabilization and gender mainstreaming. **In view of the duration of the existence of MONUSCO, the Advisory Committee is of the view that the United Nations should have developed considerable internal capacity in the above-mentioned substantive areas over the years of its presence in the country. While recognizing the need for highly specialized expertise for short periods of time, the Committee considers that the Mission should be in a position to assume some of the tasks conferred upon the consultants. In view of the foregoing, the Committee recommends that the overall resources proposed for non-training consultancies in 2017/18 be reduced by 30 per cent.**

*Facilities and infrastructure*

46. The proposed resources for facilities and infrastructure for 2017/18 amount to $55,489,000, reflecting an increase of $1,993,400 (3.7 per cent) compared with the apportionment of $53,495,600 for 2016/17.

47. The Advisory Committee was informed that the proposed resources for the rental of premises amount to $7,055,200, reflecting an increase of $276,200 (4.1 per cent) compared with the apportionment of $6,779,000. Upon enquiry, the Committee was informed that the higher requirements proposed for 2017/18 were due to increases in the rental costs under the terms of the leases, in the overall amount of $282,100. The increase was partially offset by the net effect of the closure of 17 offices and the planned opening of 14 offices in the 2017/18 period.

48. Upon enquiry, the Advisory Committee was provided with details on the costs for the rental of premises by location in 2016/17 and the resources proposed for 2017/18, showing increases varying between 10 and 140 per cent for premises in 37 different locations. Rental costs for over one third of the locations would increase by 50 per cent or more. **The Advisory Committee is of the view that increases of such a magnitude on an annual basis may not be justified. It trusts that the Secretary-General will pursue vigorous efforts to negotiate favourable terms for the rental of premises as well as for options for the renewal of contracts. The Committee further trusts that the Secretary-General will provide full details on expenditure incurred for the rental of premises and details on the outcome of his efforts to optimize the costs involved in future performance reports and budget submissions.**

49. The Advisory Committee was informed that the proposed resources for architectural and demolition services amount to $1,950,000, reflecting an increase of $990,000 (103.1 per cent) compared with the apportionment for 2016/17. The Committee was further informed that, for the current period, total expenditure incurred as at 28 February 2017 under the budget line amounted to $300 against the apportionment of $960,000. Furthermore, total expenditure recorded for architectural and demolition services in 2015/16 amounted to $400,200 against the apportionment of $6,100,000, reflecting an underexpenditure of 93.4 per cent.

50. **In view of the pattern of expenditure, the Advisory Committee recommends that the overall proposed resources under facilities and infrastructure for 2017/18 be reduced by $1,993,400 and maintained at the level of the apportionment for 2016/17.**

*Official travel*

51. The proposed resources for official travel amount to $5,920,100, reflecting a decrease of $389,900 (6.2 per cent) compared with the apportionment of $6,310,000 for 2016/17. The budget document indicates that the variance is mostly related to a reduction in travel for training purposes, in particular Umoja external training. The Advisory Committee was informed that the proposed resources comprised $848,000 for training-related travel, $3.1 million for within-mission non-training-related travel, $1.8 million for outside mission non-training-related travel and $177,476 for expert panels.

52. With reference to within-mission travel, the Advisory Committee was informed that air transportation was the only effective means of moving between many places within the country given the poor road and rail infrastructure and the security situation in the eastern part of the country, which necessitates armed escort. Furthermore, such travel had to be undertaken using MONUSCO air assets since there was no commercial airline in the country that had been cleared by the Department of Safety and Security or the International Civil Aviation Organization.

53. The Advisory Committee was also provided with details on travel proposed for 2017/18. The information provided indicates wide variations between the ticket prices applied for travel between the same destinations, a high proportion of outside mission travel relating to the support component, considerable travel expenditure for retreats ($115,858) and for travel on temporary duty assignment ($184,892, from July 2016 to March 2017) and a large number of trips for backing up staff at various Mission duty stations.

54. With regard to the 16-day advance purchase policy, the Advisory Committee was informed that, of a total of 737 trips undertaken in the period from 1 July to 31 December 2016, 444 (60.2 per cent) were compliant. **While noting that the Mission's rate of compliance compares favourably with that of other missions, the Advisory Committee is of the view that the Mission should continue to pursue its efforts to further improve its rate of compliance with the 16-day advance purchase policy.**

55. **Based on its review of the trips included in the budget proposal for 2017/18, the Advisory Committee is of the view that further efforts can be made to reduce travel, both in terms of the number and duration of trips, in particular with regard to outside-mission travel and training-related travel. Accordingly, the Committee recommends an overall reduction of 20 per cent under the proposed resources for official travel for the 2017/18 period. The Committee further recommends that the Secretary-General be requested to introduce additional measures for optimizing travel and ensuring judicious use of travel resources and to report on those efforts in his next budget proposal.**

The Committee considered the matter further in its report on the report of the Board of Auditors on the accounts of the United Nations peacekeeping operations for the period ended 30 June 2016 (A/71/845).

*Air operations*

56. The proposed resources for air operations amount to $169,346,800 reflecting a decrease of $2,414,100 (1.4 per cent) compared with the apportionment of $171,760,900 for 2016/17. The budget document indicates that the main factors contributing to the decrease include: (a) reduced operating and flying hour costs of the Mi-8TV helicopters, from $2.9 million and $450 per hour in the 2016/17 period to $2.5 million and $360 per hour in the 2017/18 period, owing to the new commercial contract; (b) lower requirements for landing fees and ground handling charges due to the change of location of the level IV hospital from Pretoria to Kinshasa and Kampala and the use of Goma airport, which was recently upgraded to international standards, rather than Entebbe airport for troops and logistical movements; and (c) lower requirements for air crew subsistence allowance due to a reduction of overnight stays outside the main operating base. The overall reduction in requirements would be offset in part by the increased use of the C-130 aircraft, from 550 flight hours in 2016/17 to 750 in 2017/18, at an hourly cost of $6,300.

57. The proposed resources of $169.3 million under air operations include: (a) $18.4 million for air services, of which $15.1 million is proposed for a new unmanned aerial system; (b) $39.4 million for the rental and operation of fixed-wing aircraft; and (c) $86.2 million for the rental and operation of helicopters. The proposed resources would provide for a fleet of 48 aircraft, comprising 14 fixed-wing aircraft and 34 helicopters, and the deployment of the unmanned aerial vehicles for approximately 3,500 flying hours per year (see A/71/832, para. 25).

58. With regard to the underutilization of the unmanned aerial system in 2015/16 (see para. 7 (c) above; see also A/71/5 (Vol. II), paras. 159-168), the Advisory Committee was provided with further details on the monthly availability and utilization of the unmanned aerial system showing that: (a) 2 of the 5 vehicles were available during the 12 months of 2015 and used for a total of 1,472 hours, reflecting a utilization rate of 61.4 per cent; and (b) during 2016, a single vehicle was available for 8 months and 2 vehicles for 4 months, with a combined utilization of 1,722 hours (73.8 per cent). The Committee was further informed that a new medium-altitude long-endurance unmanned aerial system with satellite link capability was planned to be deployed in June 2017. The Committee notes that flying hours for the unmanned aerial vehicles would almost double from approximately 1,700 in 2016 to 3,500 in 2017. **Based on the usage of the unmanned aerial system, the Advisory Committee recommends a reduction of $5 million to the proposed requirements of $15.1 million for a new unmanned aerial system for the 2017/18 period.** The Committee considered the subject of air operations further in its report on cross-cutting issues related to peacekeeping operations (A/71/836).

*Information technology*

59. Upon enquiry, the Advisory Committee was informed that the Mission had a total of 6,539 computers available (desktop, laptop and thin/zero-client), including 5,422 computers in use by mission personnel, taking into account the ratios for information technology equipment, authorized staffing levels and vacancy rates. Of the remaining 1,117 computers, 798 were used for common purposes, such as training, Internet cafes and connectivity for contingent personnel, providing access to newly implemented electronic systems for the management of fuel, rations and the vehicle fleet (Carlog) and the programming of radios and servers. The remaining

319 computers were maintained as spares to replace any faulty, lost or damaged computers for use by official temporary visitors in the Mission. The Committee was further informed that the spare computers represented approximately 5 per cent of the total number of 6,539 computers available, which the Secretariat considered to be within the normal ratios for spare computers.

60. **In view of the availability of almost 800 computers for common purposes, including training and Internet cafes, and taking into account the short lifespan of computer equipment, as well as the existence of systems contracts that provide for accelerated acquisition and delivery of computing devices, the Advisory Committee is of the view that the Mission's holdings of 319 spare computers could be reduced. Accordingly, the Committee recommends that the Secretary-General be requested to reassess the Mission's requirements in spare computers and adjust inventory levels accordingly. The Committee trusts that the Secretary-General will report on the action taken in this regard in the performance report for 2016/17.**

*Communications*

61. Upon request for information on entitlement and costs of roaming services, the Advisory Committee was informed that such services were provided to the following personnel: (a) mission senior leadership to ensure constant and consistent connectivity, taking into account their need for continuous engagement with country leaders and critical mission components; and (b) personnel performing other critical functions as approved by the Director of Mission Support, based on the operational requirements. The Committee was further informed that roaming services were provided by two main service providers, with costs varying according to where the services were utilized. The Mission currently had 162 roaming SIM cards available, with an average monthly cost of $46,000 or approximately $552,000 per year. The Committee notes that the expenditure per SIM card amounts to $284 per month or $3,400 per annum.

62. The Advisory Committee was informed that a policy on mobile communication devices for official work was issued in information circular ST/IC/2005/11 of 18 February 2005. The Office of Information and Communications Technology was in the process of updating the policy on mobile devices, which would be reviewed and approved by ICT governance bodies prior to its promulgation. **The Advisory Committee is of the view that there is a need for greater clarity on the criteria applied in granting roaming privileges and for the expenditure incurred for this purpose. It looks forward to receiving the outcome of the review of the policy on mobile communication devices.**

63. **Subject to its observations recommendations contained in paragraphs 39, 41, 45, 50, 55 and 58 above, the Advisory Committee recommends approval of the Secretary-General's proposals for operational costs.**

## 4. Other matters

*Redeployment of funds*

64. The budget performance report indicates that during the 2015/16 period a total amount of $5,103,000 was redeployed from group I, military and police personnel, to group III, operational costs (see A/71/674, paras. 60-61), to meet the increased requirements for the acquisition of prefabricated facilities and field defence supplies in support of military operations, for maintenance services, for the purchase of a vehicle to renew part of the ageing vehicle fleet and owing to an increase in both the rate and number of helicopter flight hours. The report further indicates that the redeployment from group I was possible owing to deductions for absent or

non-functional contingent-owned major equipment against troop reimbursement, in accordance with General Assembly resolution 67/261, higher actual average vacancy rates as compared with budgeted rates, and a lower cost of rations.

65. **While acknowledging that there may be the need to redeploy funds within financial periods in cases where mandates have changed or where there is an urgently arising operational need, the Advisory Committee stresses that underexpenditure in some budget classes does not automatically justify the use of available funds for unbudgeted purposes. Unspent balances should be returned to Member States at the end of the financial period and new requirements submitted in subsequent budget periods.** The Committee's observations and recommendations relating to the redeployment of funds between and within expenditure groups during the budget period are contained in its report on cross-cutting issues related to peacekeeping operations (A/71/836).

*Management fees for outsourced functions*

66. As indicated in paragraph 37 above, the proposed resources for the outsourcing of language services to UNOPS includes management fees of more than 10 per cent of the total amount of the contract. Upon enquiry, the Advisory Committee was also provided with the following table summarizing the costs of salaries and management fees for individual contractors for services outsourced to UNOPS, which indicates that the management fees represent 18.3 per cent of overall costs.

| (United States dollars) | (United States dollars) |
|---|---|
| *Cost of salaries and entitlements* | |
| Salaries of individual contractors | 14 223 825 |
| Insurance packages | 366 007 |
| **Total** | **14 589 832** |
| *Management fees and other fees* | |
| Management fees | 1 315 158 |
| Locally managed direct costs | 478 819 |
| Project teams cost, including travel and communications | 647 056 |
| Bank charges | 222 750 |
| **Total** | **2 663 783** |

67. In this connection, the Advisory Committee recalls that in the context of its consideration of the overview report of the Secretary-General on the financing of the United Nations peacekeeping operations (see A/71/809), it was provided with information on the management fees charged in accordance with an umbrella Memorandum of Understanding between the Secretariat and UNOPS governing the provision of mine action services and other services. It defined the types of costs that could be incurred, as follows: (a) project direct costs; (b) additional direct costs incurred in support of the project, calculated as 3 per cent of the project direct costs; and (c) indirect costs, or a UNOPS management fee, which is set at 5 per cent of

overall direct costs, comprising the project and additional direct costs, in accordance with the memorandum of understanding.

68. **The Advisory Committee notes that the management fees charged by UNOPS to MONUSCO for the provision of language services and management of individual contractors exceeds the caps established in the above-mentioned memorandum of understanding on mine action services. The Committee is of the view that there is a need for greater clarity on the estimation of management fees, including the structure, level and caps placed on such fees for different types of services, and trusts that the Secretary-General will provide further details on this matter in the context of the performance report for the current period, as well as in the next budget submission.** The Committee considered the matter further in its report on cross-cutting issues related to peacekeeping operations (A/71/836).

*Environmental initiatives*

69. Information on the action taken by MONUSCO in response to the request made by the General Assembly, in paragraph 31 of its resolution 70/286, that the Secretary-General continue his efforts to reduce the overall environmental footprint of each peacekeeping mission is provided in section VI of the budget document. Upon request for further information on the actions taken by MONUSCO to address the waste management issues raised by the Board of Auditors (see A/71/5 (Vol. II), paras. 377 and 378), the Advisory Committee was informed that the Mission had developed the required procedures to manage and monitor the different categories of waste, including non-hazardous solid waste, hazardous waste, petroleum pollution and wastewater. The Mission provided details on the actions taken with regard to management of each of the four categories of waste, which are contained in annex II to the present report. **The Advisory Committee notes the environmental initiatives planned by MONUSCO and encourages the Mission to continue to pursue its efforts to reduce the overall environmental footprint of MONUSCO, as requested by the General Assembly in its resolutions 69/307 and 70/286. The Committee trusts that more detailed information on the implementation of the environmental initiatives will be included in future budget reports.** The Committee considered the matter further in its report on cross-cutting issues related to peacekeeping operations (A/71/836).

*Programmatic activities*

70. Information on the programmatic activities proposed to be undertaken in 2017/18 is provided in paragraphs 87 to 94 of the budget document, and include disarmament, demobilization and reintegration, mine detection and mine-clearing services, quick-impact projects and other programmatic activities. Upon enquiry, the Advisory Committee was provided with a breakdown of other programmatic activities, including details on implementing partners and their share of support costs, and explanations on the difference between community violence reduction programmes and community support programmes. The information provided is contained in annex III to the present report. The Committee considered the matter further in its report on cross-cutting issues related to peacekeeping operations (A/71/836).

*Entebbe Support Base*

71. The report of the Secretary-General includes information on the role of the Entebbe Support Base, the missions to which services are provided and the entities hosted at the Base (A/71/832, paras. 37-40). Notwithstanding the information provided, the Advisory Committee continues to hold the view that there is a need for

greater clarity in the relationship between the Entebbe Support Base and the Regional Service Centre in Entebbe, Uganda, the respective services provided by the two entities and the related cost implications. In its previous report, the Committee had reiterated its recommendation that the General Assembly request the Secretary-General to review the respective services provided by the Base and by the Service Centre, and the cost reimbursement arrangements for the services provided, and to report on his findings in the next budget submission (see A/70/742/Add.5, para. 17).

72. In that regard, the Advisory Committee recalls that, in its resolution 70/274 on the financing of MONUSCO, the General Assembly requested the Secretary-General to submit at the second part of its resumed seventy-first session a proposal on options for administrative arrangements for the Entebbe Support Base and the Regional Service Centre in Entebbe, with a view to delivering efficiencies and avoiding duplication and overlap of efforts. **The Advisory Committee notes that the budget document does not respond to that request. It trusts that the Secretary-General will provide an update to the General Assembly on this matter at the time of its consideration of the present report. The Committee further expects the Secretary-General to include the information requested by the General Assembly in the next budget submission.**

## V. Conclusion

73. The actions to be taken by the General Assembly in connection with the financing of MONUSCO for the period from 1 July 2015 to 30 June 2016 are indicated in section V of the performance report (A/71/674). **The Advisory Committee recommends that the unencumbered balance of $21,251,700 for the period from 1 July 2015 to 30 June 2016, as well as other income/adjustments amounting to $19,755,100 for the period ended 30 June 2016, be credited to Member States.**

74. The actions to be taken by the General Assembly in connection with the financing of MONUSCO for the period from 1 July 2017 to 30 June 2018 are indicated in section IV of the proposed budget (A/71/832). **Taking into account its recommendations in paragraphs 19, 39, 41, 45, 50, 55 and 58 above, the Advisory Committee recommends that the estimated budget requirement be reduced by $35,911,100 from $1,234,603,200 to $1,198,692,100. Accordingly, the Committee recommends that the General Assembly appropriate the amount of $1,198,692,100 for the maintenance of the Mission for the 12-month period from 1 July 2017 to 30 June 2018.**

75. **In view of the request made by the Security Council, in paragraph 51 of its resolution 2348 (2017), that the Secretary-General conduct a strategic review of MONUSCO with a view to providing the Council with options, no later than 30 September 2017, for a reduction of the Mission's force and civilian components in order to maximize the efficient use of the Mission's resources, to be delivered after the successful implementation of the 31 December 2016 agreement, the General Assembly may wish to consider assessing part of the requirements for the maintenance of the Mission for the 2017/18 period.**

*Documentation*

- Report of the Secretary-General on the budget performance of the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo for the period from 1 July 2015 to 30 June 2016 (A/71/674)
- Report of the Secretary-General on the budget for the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo for the period from 1 July 2017 to 30 June 2018 (A/71/832)
- Report of the Board of Auditors on United Nations peacekeeping operations for the 12-month period from 1 July 2015 to 30 June 2016 (A/71/5 (Vol. II), chap. II)
- Report of the Advisory Committee on Administrative and Budgetary Questions on the budget performance for the period from 1 July 2014 to 30 June 2015 and proposed budget for the period from 1 July 2016 to 30 June 2017 of the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (A/70/742/Add.5)
- General Assembly resolutions 70/274 and 70/286
- Security Council resolutions 2147 (2014), 2277 (2016) and 2348 (2017)

# Annex I

## Proposed staffing changes

| | *Change* | *Level* | *Functional title* | *Post action* | *From To* |
|---|---|---|---|---|---|
| **Component 1. Support to the creation of an environment conductive to the holding of peaceful and credible elections** | | | | | |
| **Political Affairs Division** | | | | | |
| Posts | -1 | P-5 | Senior Electoral Officer | Redeployment | Electoral Support Unit |
| | -3 | P-4 | Electoral Officer | Redeployment | Electoral Support Unit |
| | -5 | P-3 | Electoral Officer | Redeployment | Electoral Support Unit |
| **Subtotal** | **-9** | | | | |
| **Electoral Support Unit** | | | | | |
| Posts | +1 | P-5 | Senior Electoral Officer | Redeployment | Political Affairs Division |
| | +3 | P-4 | Electoral Officer | Redeployment | Political Affairs Division |
| | +5 | P-3 | Electoral Officer | Redeployment | Political Affairs Division |
| Positions | +1 | D-1 | Chief Electoral Officer | Establishment | |
| | +1 | P-4 | Field Coordinator | Establishment | |
| | +1 | P-4 | Legal Officer | Establishment | |
| | +1 | P-3 | Area Manager | Establishment | |
| | +1 | P-3 | Reporting Officer | Establishment | |
| | +1 | P-3 | External Relations Manager | Establishment | |
| | +1 | P-3 | Gender Advisor | Establishment | |
| | +1 | P-3 | Training and Capacity-Building Officer | Establishment | |
| **Subtotal** | **+17** | | | | |
| **Total** | **+8** | | | | |
| **Component 2. Security and the protection of civilians** | | | | | |
| **Civil Affairs Section** | | | | | |
| Posts | +5 | NPO | Civil Affairs Officer | Establishment | |
| | -4 | NGS | Liaison Assistant | Abolishment | |
| | -1 | NGS | Programme Management Assistant | Abolishment | |
| **Subtotal** | **+0** | | | | |
| **Total** | **+0** | | | | |
| **Component 4. Support** | | | | | |
| **Office of the Director of Mission Support** | | | | | |
| **Field administrative offices** | | | | | |
| Posts | -187 | NGS | Language Assistant | Abolishment | |
| **Subtotal** | **-187** | | | | |
| **Total** | **-187** | | | | |
| **Total NPO** | **+5** | | | | |
| **Total NGS** | **-192** | | | | |
| **Total GTA** | **+8** | | | | |

*Abbreviations:* GTA, general temporary assistance; NGS, national General Service; NPO, National Professional Officer.

# Annex II

## Waste management

The Mission indicated that it had developed all the required procedures to manage and monitor the different categories of waste, including non-hazardous solid waste, hazardous waste, petroleum pollution and wastewater. The following actions were being implemented to adequately manage all categories of waste:

(a) **Non-hazardous waste**: procurement procedures for waste contractors were reviewed to include clear environmental procedures that would ensure adequate disposal of non-hazardous solid waste. These are being used in the selection of waste collection and disposal contractors. In addition, the Mission initiated the recycling of non-hazardous waste, and 91 per cent of the waste generated in Goma is being recycled. The waste recycling programme will be progressively scaled up based on the capacity available. MONUSCO has also planned to work with waste disposal contractors to improve the disposal of non-hazardous waste;

(b) **Hazardous waste**: the Mission has contracts for recycling of all used batteries, all used tyres, all scrap metal and all used oil. In addition, the Mission incinerates all medical waste using industrial and smart ash incinerators provided by MONUSCO. The Mission has 4 industrial incinerators and 28 smart ash incinerators distributed in different Mission locations;

(c) **Petroleum pollution**: the Mission developed guidelines for the construction and maintenance of pollution-control infrastructure for all fuel storage facilities and generator platforms. Using these guidelines, the Mission civilian leadership is working closely with the military component to improve all fuel storage facilities and generator platforms to ensure zero ground contamination by petroleum products. A military governance structure has been established by the Office of the Force Commander to follow up on all compliance requirements within the military contingents;

(d) **Wastewater**: the Mission installed 34 wastewater treatment plants to achieve better wastewater treatment. In addition, the Mission has 705 septic tanks and soak pits to treat wastewater. However, 24 per cent of the Mission's sites still require improvements, and provisions have been made in the proposed budget for the 2017/18 period to construct new wastewater treatment.

# Annex III

## Breakdown of programmatic activities

(United States dollars)

| *Programmatic activity* | *Implementing partners* | *Amount proposed for the 2017-18 period* | *Description* |
|---|---|---|---|
| Disarmament, demobilization and reintegration | No implementing partner | 4 395 958 | Includes provision for: (a) sensitisation and awareness-raising towards disarmament agreements; (b) disarmament and demobilization activities; (c) reinsertion support to the national disarmament, demobilization, repatriation, reintegration and resettlement programme, known as PNDDR III |
| Community violence reduction | Implementing partner varies by project | 5 000 000 | Includes activities in support of area-based, tailored reinsertion and community violence reduction initiatives. These tailored initiatives will target at-risk communities with a view to obstructing recruitment into armed groups, discouraging armed violence, promoting peaceful conflict resolution mechanisms, including through community and security actor rapprochement, promoting civic education, including the promotion of voluntary community disarmament and supporting training and income-generating activities. Community violence reduction projects will focus on mitigating the risk factors leading to violence at the community level and that facilitate recruitment by armed and criminal groups. The projects serve as a preparatory step towards reintegration and stabilization activities and will address the drivers of conflict, including inter-ethnic tensions, the illegal extraction of natural resources, land disputes and lack of economic opportunities |
| Mine action | Mine Action Service | 2 834 100 | Provision of services provided by the Mine Action Services, such as: (a) explosive ordnance disposal tasks to destroy explosive remnants of war items and rounds of small arms ammunition; and (b) destruction of weapons and ammunition in the context of the surrender of armed groups |
| Quick-impact projects | Implementing partner varies by project | 2 000 000 | Includes a project portfolio in support of community support and the restoration of State authority |
| Programmatic activities: civil affairs | Implementing partner varies by project | 1 679 654 | Includes proposals with the following objectives: (a) collection and analysis of data on local perception through MONUSCO-UNDP polling project; (b) reinforcing the protection capacity of local security actors and enhancing relations with the population; (c) support to locally-driven structured dialogues to address inter-community conflicts, reduce tensions and empower communities; (d) strengthening the capacity of civil society organizations to promote democratic governance and reduce the risks associated with the electoral process |
| Programmatic activities: justice and corrections | United Nations Development Programme | 650 000 | Technical, advisory and logistical support to enhance operational capacities of prisons and juvenile centres; mentoring of prison directors on effective management of prisons and juvenile centres and on HIV/AIDS prevention; reinforcement of security of priority prisons through infrastructural improvement |

| Programmatic activity | Implementing partner(s) | Amount programmed for the 2016/17 fiscal period | Description |
|---|---|---|---|
| | | | the provision of basic equipment and training sessions for police dedicated to prison security; improvement of conditions of juvenile centres through the introduction of rehabilitation programmes and training sessions for staff managing juveniles in conflict with the law; and infrastructural improvement for the separation of women in priority prisons |
| **Total** | | **16 559 712** | |